



Inspire Scholars

# Changing Life Trajectories

# 2021: A Year Like No Other








- #3 Public HBCU in America
- Apple Distinguished School
- Historic enrollment, retention & graduation rates
- Continued COVID-19 safety
- Acquisition of Wesley College
- \$8.5 MM in student debt relief
- 60% increase in endowment
- Historic fundraising & research awards

# A National Leader in Growth

## FOCUSING ON THE WHOLE STUDENT

Focusing on the whole student requires us to address simultaneously the two most critical areas that positively influence retention, persistence, graduation, and placement for ALL: Student Success and Academic Excellence.

- **Overall Students (5,649)**  **12%**
- **Undergrads**  **10%**
- **Graduate Students**  **32%**
- **Online**  **38%**
- **Freshman Retention**  **75%**



This University—My University—is more than great professors. It wraps students in counseling, tutoring, advising, and health services from Day One. There are so many opportunities for job shadowing, mentoring from career professionals, and accessing state-of-the-art digital technology."

—Emily Campanelli  
Junior, Political Science  
Member, Student Success Work Team



Spending hundreds of hours in public school classrooms for my major and learning how to interact with business, education, and political leaders has made me confident I'm ready to be successful after graduation."

—Semaj Hazzard  
Senior, Education

# Our Students and Alumni Rock the State ... and the Nation

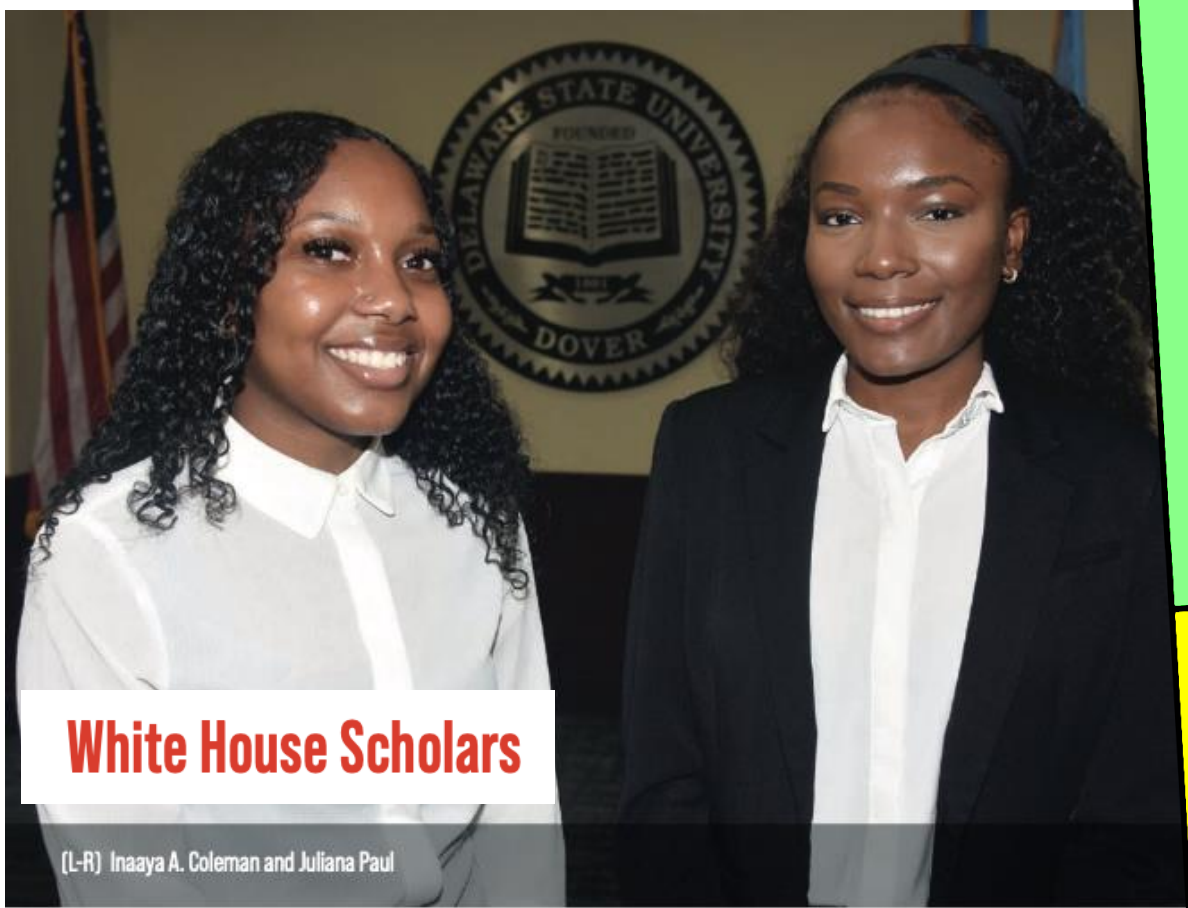


Volleyball | 11/28/2021 10:58:00 PM

**HORNETS TO COMPETE IN NATIONAL INVITATIONAL VOLLEYBALL TOURNAMENT**



**Jordan Saez '18 Writes English-Spanish Book**



**White House Scholars**

(L-R) Inaaya A. Coleman and Juliana Paul

**Alumni: 37.0%  
Delaware students: 38.5%**

**Alumni: 47.0%  
Delaware students: 46.9%**

**Alumni: 16.0%  
Delaware students: 14.5%**

**Delaware’s #1 provider of nurses, teachers, social workers and accountants of color**

# Jahsha Tabron (2000) — Delaware 2022 Teacher of the Year



Unprecedented statewide recognition for a graduate who will seek her doctorate at Delaware State University.

# Building on a Solid Foundation ...



US News & World Report  
College Rankings  
Delaware State University  
ranked **#3** public

**#10** overall

*"While representing only 3% of colleges and universities in the country, our HBCUs have consistently and courageously overperformed across the decades by doing more with less. Today, however, "less" is no longer acceptable."*

*- Tony Allen, Ph.D., President*

**Graduation. Retention. Social Mobility. Peer Review.**

# ... Requires Collaborative Planning and Measurable Goals ...



**LAUNCH HERE.**

## OUR STRATEGIC PILLARS

Our strategic pillars are the high-level areas of focus to achieve the University's vision. Under each pillar, the team has identified strategic priorities, key objectives, measures of success, and action strategies; those are discussed in more detail over the next few pages.

REACH 2026 is a living document that recognizes that Delaware State University must be positioned to respond rapidly and effectively to emerging issues that we will face now and in the future. Our growth strategy builds on current strengths while expanding into new strategic areas:

### 1 STUDENT SUCCESS

is supported by the creation of an exceptional learning environment that extends beyond the classroom to a commitment by the entire community. Wraparound supports including world-class advising, tutoring, counseling, health services, co-curricular programs, service opportunities, and smart campus technology are essential.

### 2 FOCUSING ON THE WHOLE STUDENT

is achieved when the University recruits, empowers, and supports a diverse faculty of leading experts with superior teaching skills that meld expertise to cutting-edge instructional practices and an abiding personal commitment to student growth.

### 3 OPERATIONAL EFFECTIVENESS

is critical to delivering an efficient, proactive array of support, including but not limited to finance, enrollment management, information technology, athletics, and public safety, that sustainably deliver exceptional service and stakeholder experiences and outcomes.

### 4 INFRASTRUCTURE ENHANCEMENT

requires that we not only maintain comprehensive, efficient, and culturally relevant physical and virtual spaces across campus that prepare students for a smaller interconnected world, but continuously develop the new capacities and resources to meet changing student needs and institutional growth targets.

### 5 FINANCIAL HEALTH

is the indispensable foundation for all our long-term goals as we increase university revenues; reduce/eliminate unnecessary costs; employ innovative management strategies; streamline the budget process; and build a strong financial reserve in order to meet a focused set of needs.

REACH 2026 11

## THE PATH TO SUCCESS

- Increase Enrollment to **7,500**
- Increase Freshman Retention Rate to **85%**
- Increase Graduation Rate to **55%**
- Improve Employee Satisfaction Rate to **85%**
- Improve Student Satisfaction Rate to **85%**
- Increase Funded Research Portfolio to **\$30MM**

# ... A Consistent Talent Pipeline for Leadership, Teaching, and Research ...



## 14. LaKresha Moultrie

Vice President of Legal Affairs, General Counsel & Chief Enterprise Risk Officer, **Delaware State University**



LaKresha Moultrie's lawyer brain has been trained to identify an issue, identify the rules, apply the rules to the fact and come up with the conclusion. But then came COVID-19. "There were no rules," says Moultrie, Delaware State University's vice president of legal affairs. "Everything was so murky. And for the first time in my career, I lacked certainty on what to do next." The uncertainty didn't last for long for the former DOJ deputy attorney general who was tapped to lead the university through the pandemic—her biggest challenge since coming on board in 2018. "The most critical part was developing a plan for reopening," says Moultrie. "We have many students that are first-gen who come from very diverse backgrounds in terms of access, and we saw that over spring semester as we were forced online and there were problems with internet access."



## ... And a Firm Reliance on our Partners ...



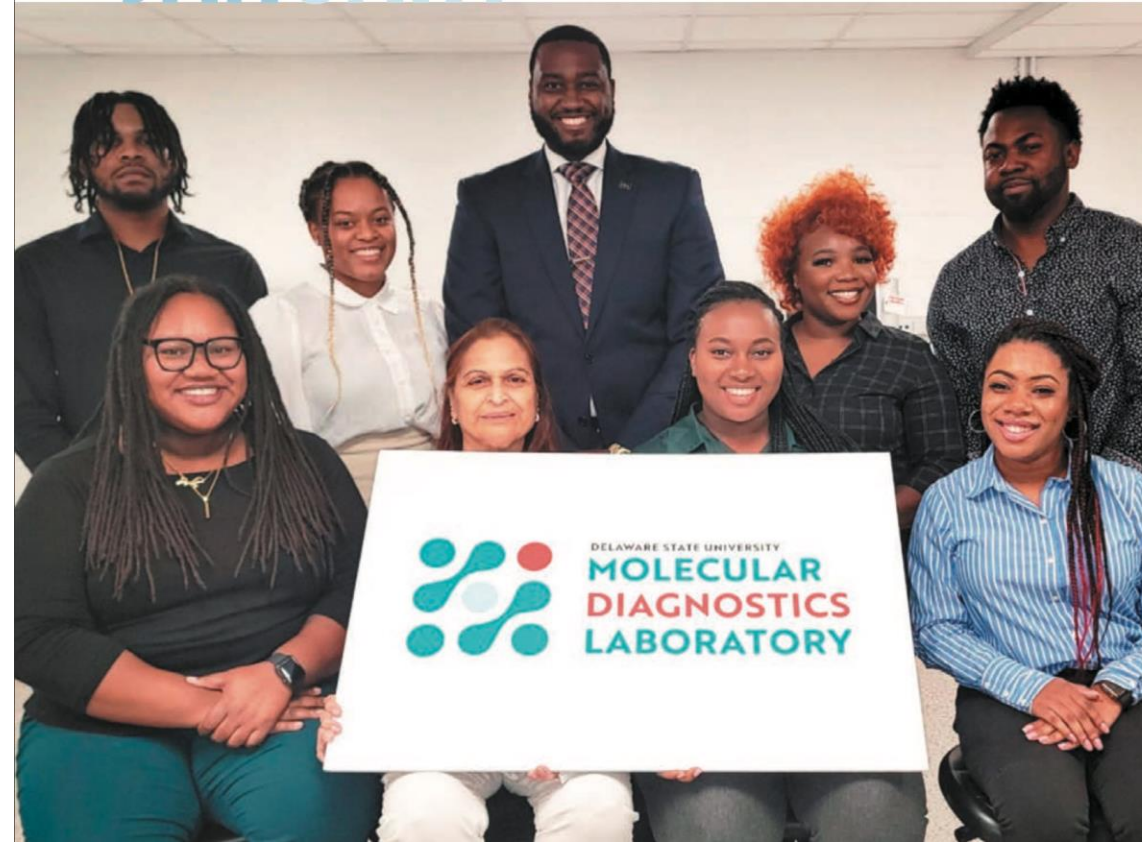
U.S AIRWAYS



U.S. Department of Defense



## ... Based on a Foundation that Begins in Delaware ...



- **Delaware Partnerships**
  - INSPIRE Scholarship expanded to full tuition
  - Increased support for infrastructure enhancement
  - Wesley College acquisition
  - Human Genomics and COVID Testing Laboratory
  - Early Childhood Innovation Center
  - Center for Disability Resources (ADA)
  - US Department of Agriculture matching grants

# THE INVESTMENTS THAT WILL EMPOWER US TO KEEP GROWING

# Acquisition-Related Costs



- Requested: \$2.56 MM
  - Funding covers proportionate state share for 62 new faculty & staff gained during the Wesley College acquisition

# Wesley College Acquisition Preserves \$85 MM in Economic Capacity



# DSU Downtown: Wesley College of Health and Behavioral Sciences



- **Twice as many students**
  - Fall 2020: 783 students
  - Fall 2021: 1,532 students
  - Fall 2022: Early College High School begins transition to Downtown campus
- **Faculty/staff**
  - 62 Wesley jobs preserved
- **Athletic complex being used by 300 students**
- **Signature health care programs expanded**

# Expanding and Reaccrediting DSU's Nursing Program



- Requested: \$1.47MM
  - Expand capacity to 100+ graduates annually by 2023
  - 14 new faculty/administrative positions

# Delaware's only Master of Occupational Therapy



The mission of Delaware State University's Master of Occupational Therapy (MOT) program aims to develop leaders and innovators through development of emerging practice programs, engagement in interdisciplinary programs, field experiences in diverse clinical and public health settings, and engagement in pro bono work. The program prepares graduates to be generalists within the various arenas of the field and to meet changing demands within health care and public sectors.

**Please join us for a Virtual Fair to learn more!**

**Tuesday, September 14  
Noon**

**REGISTER ONLINE**

[www.desu.edu/GraduateEvents](http://www.desu.edu/GraduateEvents)



The Virtual Fair is a great opportunity to get details about the program, degree and application requirements, and have your questions answered by our team.

*We hope to see you there!*



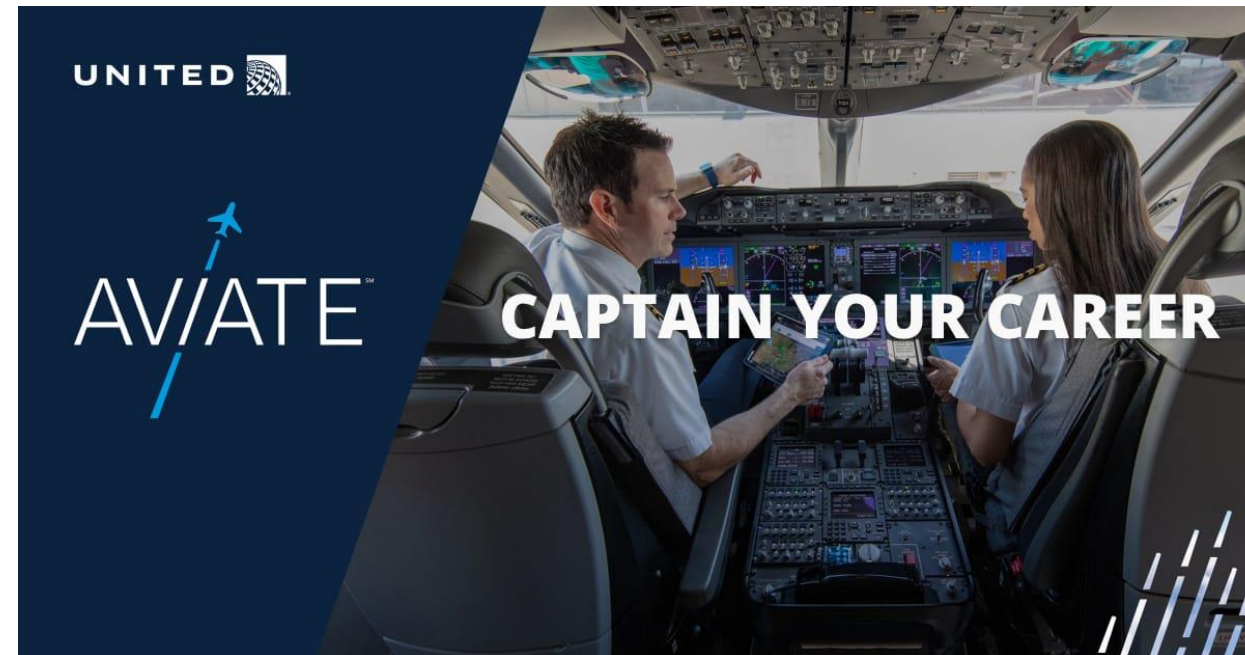
- Requested: \$475K
- Funding adds 4 new faculty and 1 clinical educator to expand program to 125+ students and reduce reliance on adjuncts

# Implementing the Master's in Clinical Psychology for Diverse Populations



- Requested: \$621K
  - Implement & accredit MA in Clinical Psychology
  - 5 additional clinical staff positions
  - Course development

# A World Class Aviation Program



- Requested: \$448K
- Build multiple-cohort model to graduate more pilots and achieve AVIA accreditation
- 5 additional staff positions

# Expanding Workforce Development Programs Across Delaware



## Pandemic Accelerates DSU's Workforce Development Efforts

University finds that being nimble drives higher  
engagement levels by MICHAEL CASHMAN AND NATHANIEL J. JOHNSON



- Requested: \$750K
- Triple workforce development capacity
- 4 new staff for Office of Adult & Continuing Education
- 6 new staff for Office of Distance Education & Learning Technologies

DELAWARE STATE UNIVERSITY	
FY 2022 Base	\$39,153.6
DOOR OPENERS	
BSN Expansion	\$1,473.0
Acquisition-Related Operating Costs	\$2,561.3
<i>Base Adjustment:</i>	
OPERATIONS	
Personnel Contingency	\$355.5
<i>Enhancements:</i>	
OPERATIONS	
(1) Master of Occupational Therapy Accreditation	\$475.0
(2) Aviation Program Accreditation	\$448.0
(3) Master of Science in Clinical Psychology	\$621.0
(4) Workforce Development Expansion	\$750.0
TOTAL FY 2023 Requests	\$6,683.8
FY 2023 Requested Budget	\$45,837.4
<i>% Increase</i>	<i>17.07%</i>
<i>% Increase w/o Contingency</i>	<i>16.16%</i>

# Delaware's *State* University